Senior Leadership Team Charter

MISSION & OBJECTIVES

The members of the Senior Leadership Team, individually and as a group, support the vision and mission of Metro to lead, direct and manage the agency to provide effective and efficient transportation planning, construction and operations to the region. The team must have a level of alignment on how they work together, and in turn, what behaviors and thinking they should be reinforcing on a daily basis to meet the Senior Leadership Team objective. In fulfilling its role, the Senior Leadership Team will demonstrate the following 10 Leadership Competencies.

LEADERSHIP COMPETENCIES

LEADING CHANGE – ability to bring about strategic change, both within and outside the Agency, to meet Agency goals.

1. **Act as a Champion for Change & Strive for Innovation** – Encourages people to question existing methods, practices, and assumptions; supports people in their efforts to try new things.

2. **Set a Strategic Vision** – Creates and communicates a compelling vision that motivates others; conveys the purpose and importance of the corporate vision and mission; links department, team, and individual initiatives to those of the organization.

RESULTS DRIVEN – ability to meet organizational goals and customer expectations.

3. **Act Decisively** – Makes timely and informed decisions; commits to a clear course of action; comfortable making necessary decisions based on partial information (P=40-70); takes appropriate risks to maintain momentum; decision-making and problem-solving skills are respected and sought after.

4. **Manage Resources** – Manages resources to achieve maximum value with minimum cost. Accurately estimates, invests and monitors resources and budgets to optimize returns and control waste.

LEADING PEOPLE – ability to lead people toward meeting the Agency's vision, mission and goals. Ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork and supports constructive resolution of conflicts.

5. **Build Effective Teams** – Blends people into teams when needed; creates strong morale and spirit in his/her team; shares wins and successes; fosters open dialogue; lets people finish and be responsible for their work; defines success in terms of the whole team; creates a feeling of belonging in the team.

6. **Commit to Performance Management as a Daily Practice** – Engages with staff by establishing clear goals; commits to development planning; conducts meaningful performance evaluations; provides coaching and feedback; creates an environment for high-performers to thrive and be energized.

7. **Manage Diversity and Work Well with Diverse Populations** – Works well with people of diverse backgrounds both internal and external to the agency; sees the value of cultural, ethnic, gender, and other differences in people and leverages those differences effectively; considers diversity when hiring; supports equal and fair treatment and opportunity for all.

8. **Inspire and Motivate Others** – Emphasizes the importance of each person's contributions; communicates why the work is important and how it benefits self and others; employs unique motivation strategies to get the best out of each person; empowers direct reports to perform tasks and make decisions; invites input.

LEADING SELF – enhancing personal effectiveness.

9. **Act with Empathy or Compassion** – Demonstrating an active concern for people and their needs by forming close and supportive relationships with others.

10. **Act with Integrity** – Follows through on commitments; lets others know his/her true intentions.

TEAM BEHAVIORS

1. Resolve conflicts with each other before resorting to joint escalation.
2. Include, when at all possible, all relevant team members in meaningful decision making (SITREPS).
3. Visit one-on-one to see how to be of service to each other.

TEAM MEMBERS

We, the undersigned, commit to each other on this day, April 18, 2017, to the leadership competencies and teaming behaviors above:

Phillip A. Washington, CEO

Nalini Ahuja
Chief Financial Officer

Debra Avila
Chief, Vendor/Contract Management Officer

Richard Clarke
Chief, Program Management Officer

David Edwards
Chief, Information Officer

Diana Estrada
Chief Auditor

James Gallagher
Chief Operations Officer

Karen Gorman
Inspector General

Elba Higueros
Chief Policy Officer

Gregory Kildare
Chief, Risk, Safety & Asset Management

Daniel Levy
Chief, Civil Rights Programs Officer

Therese McMillan
Chief Planning Officer

Joanne Peterson
Chief, Human Capital & Development Officer

Charles Safer
County Counsel

Joshua Schank
Chief Innovation Officer

Pauletta Tonilas
Chief Communications Officer

Alex Wiggins
Chief, System Security & Law Enforcement Officer

Stephanie Wiggins
Deputy Chief Executive Officer

Metro